

THE GLOBAL LINE

Serving the U.S. Army Field Support Command

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LEAN + SIGMA 6= success in Korea

CEB-NEA raises prepositioned stocks readiness bar



Photo by Steven Hoover, Activity 4 Korea

Floyd Burgoz, mechanical technician with contractor Lear Siegler, performs maintenance on an Army prepositioned stock engine as part of his duties with Combat Equipment Battalion-Northeast Asia.

When Lt. Col. Jobie Roach took over command of the Combat Equipment Battalion – Northeast Asia at Camp Carroll, Korea, in June 2004, he faced a monumental challenge.

He found himself walking in the door charged with putting things right after years on the short end of the priority pole. Tight budgets, inefficient processes, and a high operation tempo meant Army Prepositioned Stocks-4 needed lots of work. A review of the materiel stockpile in 2004 confirmed the need.

While he believed, if the need arose, APS-4 could do last-minute quick fixes and get combat-ready

equipment to troops, he knew it could cause serious delays to a U.S. response to North Korean aggression.

“While I believe, by surging on it, we probably could have rolled it out and gotten it out the gate,” Roach said, “it was pretty serious.”

Drastic situations require drastic measures, which aren’t always easy for an organization set in its ways. But this is the new Army. Roach was able to implement a plan to correct all the APS-4 deficiencies by Sept. 30, 2005. The battalion did a complete overhaul on more than 1,500 items, ranging in size from tanks to medical equipment, in less than a quarter of the

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On the Record: Maj. Gen. Jerome Johnson, CG AFSC

At this very moment, a member of the Army's elite Old Guard is performing the noblest of duties at Arlington National Cemetery. The Soldier – whose solemn bearing, orderly dress and precise movements reflect high honor and profound respect – is standing guard over the Tomb of the Unknown Soldier.

The tomb is guarded 24 hours a day, seven days a week, in all sorts of weather, by unflinching sentinels with undying devotion in their hearts. This supreme tribute is paid at a site that symbolizes service and sacrifice, and that stands in remembrance of those whose names have been forgotten, but whose selfless and courageous acts must never fade from memory.

The Tomb of the Unknown Soldier was dedicated on November 11, 1921, on the third anniversary of the end of a war that some believed would end all wars.

Sadly, World War I did not bring a halt to human conflict, so the remains of that unknown American who gave his life on a battlefield in France would not lie alone. In later years, the tomb would be reopened to receive the



remains of Americans “known only to God” who paid the ultimate price during World War II, the Korean War, and the Vietnam War.

Today, the use of DNA matching will preclude us from ever having to place another “Unknown Soldier” in the tomb. But 21st century technology cannot negate the spirit of the Tomb of the Unknown Soldier, a place of eternal rest that embodies eternal values.

Nov. 11 was Veterans Day, a holiday that honors the 25 million American veterans who are still alive today and the millions more

who fell in battle or who died after returning home. We can never know the names of all those who served, nor can we ever know all that they gave on our behalf.

But, like the Soldiers on constant guard at the Tomb of the Unknown Soldier, we can pay homage to our veterans every day of the year. We can acknowledge them, we can thank them, and above all we can remember them. We can guard their legacy by letting future generations know that the freedom we enjoy was earned and defended by people who answered the call when our nation was in peril, often at a high cost to themselves.

We hope and pray that the lasting peace dreamed of when the Tomb of the Unknown Soldier was first dedicated will come to our world someday. When and if that day finally comes, it will stand as a lasting tribute to our veterans, who fought not for personal fame and glory but rather to create a better future for everyone.

I thank and honor all of our veterans, and I urge you to do the same. May we always remember the true meaning and significance of this very special holiday.

THE GLOBAL LINE

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Mason new AMC-SWA commander



Photo by Charles Sprague, AFSB-SWA

Brig. Gen. Kevin A. Leonard, left, passes the Army Materiel Command crest representing command authority to Brig. Gen. Raymond V. Mason in a ceremony at Camp Arifjan, Kuwait.

CAMP ARIFJAN, Kuwait—Command authority of the Army Materiel Command (Theater)-Southwest Asia was transferred at a brief traditional ceremony Oct. 28 in the brigade briefing room.

Brig. Gen. Raymond V. Mason, former Commander, Defense Supply Center Philadelphia, Penn., became the new Commander Forward of the Army Materiel Command-Southwest Asia (Deputy Com-

mander AFSC), when Brig. Gen. Kevin A. Leonard presented the command crest to him in the ceremony.

"Thanks for all your hard work. One of the reasons we do this ceremony is one of simple and profound acknowledgement that there is somebody here in charge. I've known this man for a long time," said Leonard. "He's a wonderful Soldier and leader and he will take you to the next level, which is where we've got to go to win this war, Hoo-ah!"

"On behalf of the United States Army and the citizens of America, thank you, Kevin Leonard for your noble service, and Godspeed to your family," said Mason.

"I appreciate your hospitality and thank you for welcoming me so warmly as part of this great AMC team," Mason told the work force. "I am amazed at what you all do every day. I am proud to be your commander, and thank you all for your dedicated service to the nation," he concluded.

The AMC has overall responsibility for all of the Army's prepositioned equipment inventory and repair and has led the effort to install armor up-upgrades on tactical vehicles. AMC has oversight on more than 58,000 government civilians, contractors and Soldiers in Qatar, Iraq, Kuwait and Afghanistan.

-- Charles Sprague, AFSB-SWA Public Affairs

Lobeto ends successful tour in Iraq

CAMP ANACONDA, Iraq—Col. John R. (Jack) O'Conner took command of Army Field Support Brigade – Iraq during an Oct. 13 ceremony here.

In relinquishing command, outgoing commander Col. Xavier P. (Max) Lobeto remarked that the brigade was writing history every day. Lobeto, who has returned to his post as commander of Army Field Support Brigade – Europe, urged members of the command to continue moving forward, not let up or take a step back; and maintain an awareness of the threat conditions at Anaconda and throughout the area of operations.

O'Conner most recently served as Transportation Corps branch chief at the Human Resources Com-



Photo by Chuck Sprague, AFSB-SWA

Col. Xavier P. Lobeto receives his Bronze Star Medal from during the change of command ceremony.

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AMC partners with school



Photo by Diana Dawa, AMC

Tish Howard, principal, Washington Mill Elementary School (left) and Jean James, director, Equal Employment Opportunity office, signs a Partnership in Education certificate at a ceremony held at Fort Belvoir.

FORT BELVOIR, Va.—Army Materiel Command and the Washington Mill Elementary School of Alexandria, Va., formed a new agreement upon the signing of a Partnership in Education certificate during a ceremony held at the Fort Belvoir Officers Club on Oct. 6.

The signing signified a commitment from AMC's Equal Employment Opportunity office to enter into a year-long partnership with Washington Mill to become involved in various programs the school offers. Among the directives that AMC has agreed to are:

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Army Field Support Battalion completes vital HET project



Photo by Charles Sprague, AFSB-SWA

Lt. Col. Lawrence Fuller, commander of the AFSBn-Kuwait, presents special achievement awards to contracted mechanics for their service in completing a five-year maintenance operation on 96 HET vehicles.

CAMP ARIFJAN, Kuwait—The Army Field Support Battalion-Kuwait turned over the last 22 of 96 Heavy Equipment Transport vehicles that the battalion completely overhauled and rebuilt in a ceremony on Oct. 16.

The 233rd Transportation Company has now taken possession of the HETs, used to convoy heavy equipment to and from Iraq.

Lt. Col. Lawrence Fuller, commander of the battalion, praised the contractor work force for their dedication and exceptional work by beginning the project in mid July and completing the task on schedule.

Between 800 and 900 hours were spent on each HET, a five-year maintenance operation, bringing it up to "like new" conditions. The Army Field Support Battalion-Qatar also helped with this project. Fuller handed out special awards and certificates to the contracted mechanics.

"I congratulate you for completing this monumental task in only three months. Your hard work here directly supports our Soldiers up North. Our nation and the U.S. Army thank you for that," said Fuller.

The Kuwait and Qatar battalions are part of the Army Materiel Command's Field Support Brigade, South West Asia and have a primary function of providing repair and replacement of combat tactical vehicles in support of the Soldier in Iraq and Afghanistan.

-- Chuck Sprague, AFSB-SWA Public Affairs

Command celebrates Hispanic Heritage Month



Photo by Nikki St. Amant, AFSC

Yolanda Maldonado-Echevarria, the Army's deputy for Outreach and Special Emphasis Programs, Equal Employment Opportunity and Civil Rights, explains the creation of the word Hispanic to audience members in Rock Island, Ill.

ROCK ISLAND, Ill. -- The Army Field Support Command celebrated Hispanic Heritage month by hosting a Hispanic Heritage Workshop held Oct. 14.

Guest speaker Yolanda Maldonado-Echevarria gave a lively presentation covering the history and identity of the Hispanic culture. She is the Department of the Army Deputy for Outreach and Special Emphasis Programs, Equal Employment Opportunity and Civil Rights.

Her presentation covered the creation of the word Hispanic, which was invented in 1978 after the U.S. Census of 1970 failed to accurately identify the ethnic heritage of residents who descended from 21

Spanish-speaking nations from Mexico through Central and South America. It also covered some of the major differences in the way Hispanic subcultures, such as Cubans, Puerto Ricans and Mexicans, differentiate themselves. She used the many different accents, slang words and vocabularies found in different parts of the U.S. as a comparative example of the differences in language found throughout the Hispanic population.

Maldonado-Echevarria said there are many common misconceptions about the Hispanic population were addressed in the presentation as well. The belief that almost all Hispanics are Catholic turned out to be false – 25 percent are Muslim and a portion are Jewish, showing that religious diversity can be found throughout major ethnic groups, she said.

Maldonado-Echevarria also touched on the misconception that all illegal immigrants coming through the border from Mexico are Mexicans. She said a significant portion of those immigrants are actually native to Central America and travel through Mexico to the U.S. seeking political asylum from their own governments. Many are deported back to Mexico because their true citizenship is never revealed.

The presentation effectively clarified for the audience that Hispanics are not a race unto themselves. The term is merely an umbrella covering a melting pot of Spanish-speaking cultures with a diverse racial background. Depending on location, Hispanics can be a varying combination of Spanish, African American, Caucasian, Asian and native American. And each national identity underneath the umbrella has its own unique cultural identity.

-- Nikki St. Amant, AFSC Public Affairs

DAC employees now partnering with university

MCALESTER, Okla. -- Representatives from East Central University heard an update on an Employee Education/Development Program during an Oct. 6 visit to the Defense Ammunition Center.

Dr. Bill S. Cole, ECU president, was instrumental in the development of the Employee Education/Development Program, which enables DAC employees to attend colleges and universities,

including ECU, and earn degrees in various fields.

"ECU is assisting DAC in its efforts to upgrade the educational level of its employees by delivering our undergraduate Bachelor of Business Administration degree over the OneNet system at the DAC facility, and we are pleased that so many DAC employees have completed our Master of Science in Human Resources degree. The University commu-

nity is proud to be in partnership with DAC," said Cole.

DAC's Director, James Q. Wheeler says this program has been of benefit to many employees during the past five years. "This program provides additional educational opportunities to develop our existing workforce. It makes our great workforce even better." ECU using the McAlester

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School *Continued from page 4*

provide tutoring to students for one hour on Wednesday and Thursday; participate in the school's career day and shadow program; and provide warm clothing during the fall and winter season for students with special needs.

Jean James, chief, AMC EEO office, has a background in education. She holds a bachelor's degree in elementary education. Prior to working for AMC, she was a fifth-grade teacher.

"It's important that we become involved in a child's life early on," said James. "These children are our future decision makers. Now is the time to get involved and try to mold them early on for future success."

Education is their start in building a foundation, said James.

"The impression that we make upon them now in their educational life will have great bearing on how they will go forward and try to obtain a higher education."

Both James and Washington Mill Elementary School principal, Tish Howard, signed the certificate during the ceremony with school and AMC represen-

tatives standing by.

The school will commit to various programs in which AMC is involved: holiday choir presentations, special observances and poster contests. Howard is excited about AMC becoming a partner with her school. She believes one needs to have a lot of passion and caring for children to be involved in this partnership.

"Right now, I'm talking to people in AMC who are really motivated and excited about this program. That is really, what it is going to take. We need people who are as excited about children as we are. If you don't have that love of kids, kids know that."

The theme of this year's partnership is "Everyday Heroes." The partnership certificate states that both parties reaffirm their commitment to excellence in education and agree to help all students reach high performance standards. Strong, safe schools with clear and high standards of achievement and discipline are essential to our children and to the future of our nation.

-- Diana Dawa, AMC Public Communications

DAC *Continued from page 5*

campus has really expanded the opportunity.

DAC's Employee Education/Development Program is government-funded and offers DAC employees an opportunity to grow both personally and professionally.

"I did it for myself," said Tyrone D. Nordquist, chief of the Munitions Division for DAC Technology Directorate. "It was government-funded, but more than that, it was an opportunity to rejuvenate and re-stimulate my brain back into the educational realm of life." Had it not been for the program, Nordquist said he would not have pursued a master's degree.

"Not only does it provide an educational opportunity to the existing workforce, but it also supports a student cooperative program we offer at DAC," said Wheeler.

An outgrowth of the Employee Education/Development Program is the Student Career Experience Program, said Charles P. Stroo, associate director for the DAC Training Directorate. SCEP allows college students to work part-time at DAC while attending school.

"Students can attend Oklahoma colleges and universities while at the same time working at DAC,"

says Wheeler, "and upon graduation continue their career here at DAC."

SCEP student Amber J. Hatridge, works in DAC's Resource Management office. The Kiowa, Okla. resident said the thing she likes most about the SCEP program is "the on-the-job experience and the confidence level that goes with it inside and outside of class."

Because of DAC's partnership with ECU and other state colleges and universities, the workforce is more educated and better prepared for professional advancement.

The Employee Education/Development Program and SCEP are just two of the beneficial programs offered at DAC. Since the master's degree program began on the McAlester campus, 12 DAC employees have graduated from ECU. Four DAC employees are currently enrolled in ECU graduate classes, 10 are enrolled in various Oklahoma state college and university associate and bachelor programs, while another eight are currently enrolled in other graduate programs.

-- Melanie Gaines, DAC Public Affairs

Lobeto *Continued from page 3*

mand in Alexandria, Va., and has served in Operations Desert Shield/Desert Storm and Enduring Freedom.

For his distinguished service as commander of the Iraq brigade, Lobeto was awarded the Bronze Star Medal on Oct. 14, during a ceremony presided over by Brig. Gen. Kevin A. Leonard, Commander Forward of the Army Materiel Command-Southwest Asia (Deputy Commander, AFSC).

AFSB-Iraq provides expeditionary logistics support to fighting forces in Iraq by synchronizing and integrating the entire spectrum of acquisition, logistics and technology. Among the brigade's missions are the add-on armor program and tactical vehicle repair and replacement operations.

The brigade was established in Dec. 2004 and exercises command and control over of all Army Materiel Command assets within Iraq, comprised of Department of the Army civilians, contractors and AMC Soldiers.



Photo by Chuck Sprague, AFSB-SWA

Col. Xavier P. Lobeto receives his Bronze Star Medal from Brig. Gen. Kevin A. Leonard.

MESSAGE TO THE WORKFORCE – THANKSGIVING

At every hour of every day, they stand as sentinels of freedom and guardians of our way of life. On ships at sea, on patrol in Iraq and Afghanistan, on watch at remote outposts in Korea, and on duty at hundreds of other locations around the world and across our nation, they serve with pride and honor, risking their own lives so that others may live in peace and know hope and opportunity.

They are the magnificent men and women who make up the United States Armed Forces, dedicated people who represent the very best that America has to offer. As we enjoy Thanksgiving dinner with our families and friends, thousands of them will be many miles from home, ably performing difficult missions in the face of danger. This Thanksgiving, let us be especially thankful for them and for all of the sacrifices they make on our behalf. Let us also remember and pray for those families who have an empty place at the table because a loved one is serving overseas – and let us open our hearts to all families with places that will never be filled again, places that were once taken by someone who made the ultimate sacrifice for our nation.

I am so grateful that they gave all they had so that I and others could enjoy the privilege of living in freedom. I am also grateful for all that you give every day in service to our Command and our Army, and for all that you do to keep our nation strong and free. I thank all of the Soldiers, civilians and contractors who make up this great organization – and I send out special wishes to all of you who are deployed to overseas theaters, and who yourself will spend Thanksgiving far from home. I think about you every day, and I pray fervently for your safe return.

My wife, Doris, and the rest of my family join me in wishing you and your family a very happy Thanksgiving. May God bless you all, and may he continue to bless and keep America.

Maj. Gen. Jerome Johnson, AFSC Commanding General

APS-4 *Continued from page 1*

time it usually takes.

"I think the Army in general knows that while you say something is 100 percent ready or 90 percent ready, you can go and start your car today and it works fine, but tomorrow you take it and it won't run," Roach said. "So, it's kind of the same thing with Army equipment. We have a minimum standard of FMC (Fully Mission Capable), which means it can operate and execute, then we have what is called (Technical Manual) 10/20. It's a higher standard. Not only can it operate, but all of its normal routine services are done, all the weapons systems are checked. Everything is done. It's a much higher state level of readiness."

To put TM 10/20 in perspective, picture this: It's like comparing an olive-drab, junk-yard Jeep, that happens to start, to a completely rebuilt and restored, finely-tuned combat machine.

How did Roach and the APS-4 crew do it? By using three modern business methodologies: Value Engineering, Lean and Six Sigma. To sum it up: they eliminated every unnecessary step in the maintenance process; they streamlined everything from the location of tools in relation to the work bays to the supply chain that provides the parts. Every aspect was reviewed and anything that didn't contribute to an efficient, cost-effective operation was done away with or modified.

Was it easy? No. The project was ordered in September 2004, and it was only when it became clear this March there was no way the work would be done by September 2005, that Roach, following advice passed down from Brig. Gen. Robert Radin, then Commanding General of the U.S. Army Joint Munitions Command, took the leap into the Lean, Six Sigma, Value Engineering doctrine. A team led by Charles Cell, VE program manager at AFSC headquarters, Rock Island Arsenal, arrived in April. Michael Lockard, Lean program manager at Red River Army Depot, Terry Lavis, TACOM headquarters, and Boris Arratia, AFSC headquarters, worked with Cell to teach the business methods to Roach and the APS-4 staff.

It sounds relatively cut and dried, but the process involves a lot of work. And the command was racing to meet an impending deadline.

Cell and his team sat down with Roach and the workforce to brainstorm ideas. They used a series of value streaming events to evaluate what steps contributed to the overall mission and what changes

could be made to eliminate or improve wasteful or unnecessary processes. There were almost 50 recommendations made in the first go-round alone.

The end result? According to reports, huge cuts in the amount of time it took to fix vehicles. The average M1 Abrams took 842 hours to overhaul before these methods were introduced. After, it only took about 500 hours, a savings of 41 percent.

It doesn't stop there. The maintenance crews used to be able to crank out only one vehicle a month. That skyrocketed to 15 – a 1,500 percent increase.

Mechanics used to travel about 12 miles to get parts and tools, move vehicles. Now they only travel a mile, a 1,200 percent difference.

Money is a big factor in the process, too. It used to cost the taxpayers \$23,576 to keep an M1 Abrams ready to fight. Now it only costs about \$9,500.

Those numbers were duplicated or bettered for almost every type of equipment the APS-4 maintenance staff worked on during the TM 10/20 overhaul. Overall, more than \$3 million in labor was saved.

Quality issues were addressed along with production concerns. Korean workers were teamed with experienced contractors and DA civilians to increase their subject-matter and mechanical expertise, with the belief that a better-trained workforce will produce higher-quality output with less delay due to error.

Overall, the team did more work, took less time and produced a better product.

"We have taken the entire heavy brigade combat team, including the theater sustainment stock, through 10/20 cyclic maintenance in six months. It normally takes four years," Roach said. "Everything is above the requirements."

It took thousands of hours of work by a dedicated group of Department of the Army civilians, contractors and Korean workers to complete the massive overhaul, but in the end, they accomplished more than anyone ever anticipated and they did it faster and cheaper, without sacrificing quality.

Army prepositioned stocks in Korea are now 100 percent ready for any contingency in the Pacific theater, and will remain that way under new policies and methods in practice to prevent future deterioration.

"That's efficiency, that's effectiveness, and that's Lean and Value Engineering and Six Sigma," Roach said. "That's a job well done."

-- Nikki St. Amant, AFSC
Public Communications